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BSI Standards Publication

Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes

Part 3: Measurement framework (MF) and organization maturity model (OMM)

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National foreword

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The UK participation in its preparation was entrusted to Technical Committee IST/60/3, IT-enabled Services/Business Process Outsourcing.

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Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes —

Part 3: Measurement framework (MF) and organization maturity model (OMM)

Technologies de l'information — Processus du cycle de vie de la délocalisation du processus d'affaires des services activés par IT —

Partie 3: Modèle de maturité de l'organisation (OMM) et cadre de mesure (MF)

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Foreword

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives or www.iec.ch/members_experts/refdocs).

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This document was prepared by Joint Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 40, *IT service management and IT governance*.

This second edition cancels and replaces the first edition (ISO/IEC 30105-3:2016), which has been technically revised. It also incorporates the Amendment ISO 30105-3:2016/Amd. 1:2020.

The main changes are as follows:

— terms and abbreviated terms have been added;

— definitions of capability levels have been added to improve the sequence of the document;

— capability levels and process attributes (PAs) have been updated according to ISO/IEC 33020:2019 to harmonize organization maturity levels (see Table 1);

— in Clause 10, “process attribute rating” has been changed to “process capability level” in line with ISO/IEC 33004:2015;

— two new tactical enablement processes, TEN9 (Communication management) and TEN10 (Documentation management), have been added in order to align with ISO/IEC 20000-1 and ISO/IEC TS 33074;

— editorial errors from the previous edition have been corrected.

A list of all parts in the ISO/IEC 30105 series can be found on the ISO and IEC websites.

Any feedback or questions on this document should be directed to the user’s national standards body. A complete listing of these bodies can be found at www.iso.org/members.html and www.iec.ch/national-committees.

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Introduction

IT Enabled Services-Business Process Outsourcing (ITES-BPO) services encompass the delegation of one or more IT enabled business processes to a service provider who uses appropriate technology to deliver that service. Such a service provider manages, delivers, improves and administers the outsourced business processes in accordance with predefined and measurable performance metrics. This covers diverse business process areas such as human resource management, administration, healthcare, financial management, supply chain management, travel and hospitality, media, market research, data analytics, telecommunication, manufacturing, etc. ITES-BPO services provide business solutions to customers across the globe and form part of the core service delivery chain for customers.

The ISO/IEC 30105 series specifies the requirements for lifecycle processes performed by an ITES-BPO service provider. It defines the processes to plan, establish, implement, operate, monitor, review, maintain and improve its services. Key characteristics of the ISO/IEC 30105 series are as follows.

— It provides overarching guidance and requirements for all aspects of ITES-BPO industry from the view of the service provider that performs the outsourced business processes. This is applicable for any service provider providing services to customers through contracts and in industry verticals.

— It covers the entire outsourcing lifecycle and defines the processes that are considered to be good practices.

— It enables process capability gap determination and improvement for service providers performing outsourced business processes. It also serves as a process reference model (PRM) for service providers.

— It focuses on IT enabled business processes which are outsourced.

— It is generic and can be applied to all IT enabled business process outsourced services, regardless of type, size and the nature of the services delivered.

— Process improvement (PI) implemented using the ISO/IEC 30105 series can lead to a clear return on investment for customers and service providers.

— Alignment to the ISO/IEC 30105 series can improve consistency, delivery quality and predictability in delivery of services.

Figure 1 illustrates the key entities and relationships involved in an ITES-BPO service. This includes the customer, the service provider and various levels of suppliers. This is in line with the supply chain relationship depicted in ISO/IEC 20000-1:2018, 8.3.1. This document and ISO/IEC 20000-1 complement each other. ISO/IEC 30105-2:2024, Annex C describes the potential correlation and differences, and their complementary nature.

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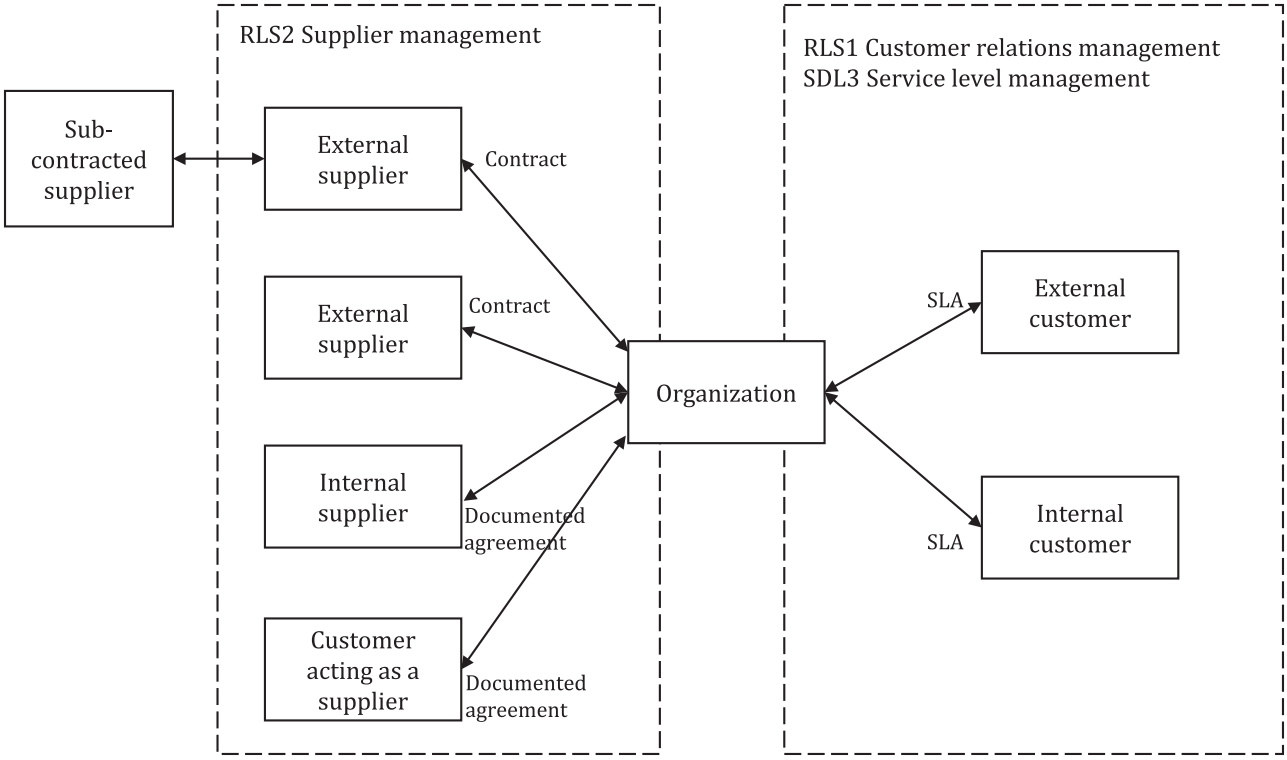

Key

RLS relationship

SDL service delivery

SLA service level agreement

Figure 1 — ITES-BPO key entities

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Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes —

Part 3: Measurement framework (MF) and organization maturity model (OMM)

1 Scope

This document specifies a measurement framework (MF) and an organization maturity model (OMM). It provides the overview of how an organization can use the process reference model (PRM) in ISO/IEC 30105-1 and the process assessment model (PAM) in ISO/IEC 30105-2 to measure their capability and maturity levels. It conforms to the requirements of ISO/IEC 33003 and ISO/IEC 33004 and supports the performance assessment by providing a framework to measure and derive capability and organization maturity levels.

This document is intended to be used in concurrence with the other parts of the ISO/IEC 30105 series and the assessment approach provided by ISO/IEC 33002 for assessing processes.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO/IEC 33020:2019, *Information technology — Process assessment — Process measurement framework for assessment of process capability*

3 Terms, definitions and abbreviated terms

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at https://www.electropedia.org/

3.1 Terms and definitions

3.1.1
basic process set
set of processes that ensure the achievement of maturity level 1

Note 1 to entry: The set of processes are drawn from specified process assessment models.

Note 2 to entry: A basic process set will include a minimum set of processes, together with additional and optional processes determined by the organization context for the assessment.

[SOURCE: ISO/IEC 33001:2015, 3.3.4, modified — "the basic maturity level" has been changed to "maturity level 1" in the definition.]

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3.1.2
extended process set
set of processes specific to a maturity level higher than maturity level 1 that ensures the achievement of the relevant process attributes

Note 1 to entry: The set of processes are drawn from specified process assessment models.

Note 2 to entry: An extended process set will include the minimum set of processes, together with additional and optional processes determined by the organizational context for the assessment.

[SOURCE: ISO/IEC 33001:2015, 3.3.5, modified — "the basic maturity level" has been changed to "maturity level 1" and "relevant process profile" has been changed to "relevant process attributes" in the definition.]

3.1.3
maturity model
model derived from one or more specified process assessment model(s), that identifies the process sets associated with the levels in a specified scale of organizational process maturity

[SOURCE: ISO/IEC 33001:2015, 3.3.7]

3.1.4
process capability
characterization of the ability of a process to meet current or projected business goals

[SOURCE: ISO/IEC 33020:2019, 3.4]

3.1.5
process capability level
characterization of a process on an ordinal measurement scale of process capability

[SOURCE: ISO/IEC 33020:2019, 3.5]

3.2 Abbreviated terms

ITES-BPO	IT Enabled Services-Business Process Outsourcing
MF	measurement framework
OEN	operational enablement
OMM	organization maturity model
PA	process attribute
PAM	process assessment model
PRM	process reference model
RLS	relationship
SDL	service delivery
SEN	strategic enablement
SLA	service level agreement
SLN	solution
TEN	tactical enablement
TRN	transition in

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